WASTE MANAGEMENT PROGRAM REDESIGN RECOMMENDATIONS GRID

Business Function	Management System			Structure		
	Options	Pros	Cons	Options	Pros	Cons
PLAN REVIEW AND LICENSING	• Green tier **(HW, SPW)** – 2 TSD facilities, as a pilot – Long-term – all 18 TSDs	-save staff time - improved environment benefit -less command & control (C&C)	-EPA agreement -staff training	"Centralize" or use a Specialty Team <mark>1 staff**</mark>	-efficient resource use -consistent -ease of getting your answer	-staff acceptance -less local connection or licensing -file location -staff vacancies could be difficult to address
	• Streamline licensing process, for those not interested or qualified for Green Tier **(HW, SPW, SW)** - Continue SW Streamlining Process: - Reduce review of 'as-builts', - Increase on-site construction inspections; - ID precedent setting issues for review; - Complete data model flow chart in detail	-save staff time - quicker service - better use of staff time		'Centralize' or Specialty Team <mark>2 staff specialize in HW licensing</mark>	-efficient resource use -consistent -ease of getting your answer	-staff acceptance -less local connection or licensing -file location -staff vacancies could be difficult to address
	• Self Certification **(SPW, RCY, SW)** - For **RCY**, require Self Cert. of currently exempt facilities - Non-complex **SW** facilities (transfer, compost, one-time disposal, low hazard) 300 – 500 facilities	-save staff time - facility is responsible -less C&C -cover more facilities -better environ. Protection -some inc. reg. Authority and fees **(RCY)** -level playing field	-higher risk -staff acceptance - environ. group acceptance -this is a diverse group/loss of control -significant outreach investment -more workload (us and them) **(RCY)** -statutory changes	Central submittal w/ regional contacts -central data manager -experts not necessarily in one geographic location **(SPW)** <mark>2 staff experts in self-certification + regional contacts, inspectors, auditors</mark>	-increase efficiencies -consistency -better decision-making -better resource deployment -use data more	-training on use of common data base -loss of familiarity w/ facility

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	• Long Term – Evaluate using a company wide approval **(SW)**	-see above -see WAMT issue paper from August '05 conf. call -improve integration	-see above - see WAMT issue paper from August '05 conf. call - extra fee?	Needs future study group		
	• Technical review "process" **(SW)** – Hydro and Engineer experts (1 each) oversee plan review assignments and work – Designate specific hydros and engineers to do landfill and incinerator reviews – Experts would review all plan review decisions that are unusual and precedent setting – Signature authority is Regional Supervisor, plan reviewers and 1 of the experts – Experts would ensure up-to-date technical knowledge of plan review and work on mentoring amongst designated plan review staff			1 Engineer, 1 Hydro Expert 8 Engineers (dedicated) 8 Hydros (dedicated) Also do on-site inspections (construction, operation) Reduce reviews of as-builts		
INSPECTIONS, AUDITS, PROGRAM EVALUATIONS	• Green Tier Facilities **(HW, SPW, SW)** – part of 5 year license – spot checks	- conserve measures - more buy-in - focus on the greatest environ. impact - move to less use of toxics - move towards Zero waste	-inc. risk -convince EPA			
	Focus inspections on small and very small generators **(HW)**	- help small & very small understand laws better		Shift from large quantity to small & very small quantity generators 10 staff		
	Self reporting of self audits **(HW)** - e-transfer of the information					
	Work with local fire depts. To do joint inspections etc. **(HW)**					

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	Self inspections and report for sites, with reduced DNR inspections **(SW)**	-trust, efficiency -customer service	-risk -$ -time c	5 staff (for this and other activities listed below)		
	Staff use "notebooks" w/ electronic upload of inspection **(HW, SPW, SW, RCY)**					
	Online inspection check lists available to all stakeholders **(HW, SPW, SW, RCY)**	- trnsprncy. - trust - customer service				
	Electronic submittal of annual reports w/ 1 hard copy, until placed in SHWIMS **(HW, SPW, SW, RCY)**					
	Workload distributed across regional boundaries **(HW, SPW, SW, RCY)**					
	Emphasize getting companies to Green Tier **(HW, SPW, SW,)**		- time commitment			
	For low impact facilities (ex. transfer stations, compost facilities), inspect only if a complaint **(SW)**		- risk - public expectations			
	Drop RU program evaluations – replace with some outreach **(RCY)**	-staff time to focus on waste reduction	-legislative questions -less contact with local govt. -change management issue w/-staff & locals	0 staff		
	• Self reporting with checklist **(SPW)** - no DNR inspect - targeted audits or complaint based to follow-up on self-certification	-facility more accountable -trust -less staff time	-risk	2 staff		
	• Short-term: Centralize audit function (1-2 staff) **(NMM)** • Long-term: Drop audit function – it becomes a county function **(NMM)**	-less staff time -efficiency -consistency -local govt. runs their business	-could lose consistency -staff resistance -reduced fees	2 staff		

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POLICY DEVELOPMENT AND GUIDANCE – PROCESS: INTERNAL AND EXTERNAL	Use EMS Policy Process template program wide **(HW, SW, SPW, RCY, NMM)**	-consistency -efficiency -ease of understanding -more extensive, inclusive involvement -multiple value set	-skill sets -discomfort with stkhldrs. involvement -perception- politicizes program -currently more time intensive - net might be less	3 staff + resource teams		
POLICY DEVELOPMENT WHAT POLICIES MOVE US FORWARD	Use more enforcement discretion memos to allow best management of waste **(SPW, HW, SW)**					
	Green Tier – define to satisfy EPA's issues **(HW< SPW)**					
	Short term: - fees and annual report submittal - incentive for counties to take program back Long term: Sunset state oversight **(NMM)**					
	Governor's Blue Ribbon Task Force on Recycling and Reuse Program**(RCY, SPW, SW)** Comprehensive review of the Recycling Prgm. - ban Hg in products, - promote reuse and recycling, - product stewardship, - shared responsibility, - change enforcement procedures easier and realistic, - change grant program formula					
	Formalize licensing with respect to use of EMS **(HW)**					
	Allow pollution reduction credits **(HW)**					
	Governor's Blue Ribbon Task Force - out of state waste, landfill capacity, fees					

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	Revisions to Waste Policy: **(SW)** • Revise Statute 289 and 287 from "Solid Waste" to "Solid Waste Facilities" • Fee measures • Performance based requirements • Better define roles and responsibilities • Encourage through policy: Moving towards Zero waste; Manufacturers Responsibility						
OUTREACH AND EDUCATION	• Comprehensive outreach plan with dedicated resources **(ALL, unless otherwise indicated)** ✓ Annual WM report to educate/inform public - *include WEB resource on how to best manage waste* ✓ Partner with GT bigs help small **(HW)** ✓ "RU Days" **(RCY)** - *develop new materials* ✓ Partner with trade groups to establish a research function ✓ Beyond Compliance ✓ On-going stakeholder group ✓ Continue internal & external focus groups ✓ Develop staff and skill for staff outreach ✓ Use IT (WEB) - *Improve WEB Site* - *look at medical waste as an example of how to use WEB* ✓ Educate municipalities to do more locally with oddball waste - *try to find money* ✓ Work with legislatures ✓ Continue open burning ✓ Develop resources for teachers	-save staff time -empower customers -place responsibility where it belongs	-resources -need to develop skill sets -hard to measure accomplishment		<mark>2 staff + resource teams</mark>		

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ENFORCEMENT	**ALL** • Targeted citation- low impact facilities- quick and easy • Target enforcement based on waste hierarchy • Revamp enforcement process and make clear • Bring recycling in line with other enforcement (stepped enforcement) • WEB listing of enforcement actions • Stop taking enforcement action (ex. RU effective program, facilities with little or no environmental or health impacts)	-consistency -reduce time -EPA will like	-change in legislation -multiple divisions -backlash wrt a WEB listing or not taking enforcement action with some facilities	0 staff (inspectors, auditors do this)		
TECHNICAL & COMPLIANCE ASSISTANCE	**ALL** • Develop comprehensive plan for Assistance - Guidance on the WEB - use all kinds of technology for meetings, collaboration - VISITS • USE THE WEB - Technical contact list - use "PUSH" technology - make it easier to find and use information • Use trade associations- partner or have them take lead • Take advantage of offers- industry and EPA, local units of government • Limit span of competency - specialty areas for generalists		-resource intensive -need to develop skill sets	1 WEB person 1 Partnership person Editor 0.5 Training person		
COMPLAINT RESPONSE	• Target which complaints to respond to • Use IT - Auto response - Analyze - Complaints on-line - Track - Route complaints • Who owns complaint - cooperate efforts between programs • Staff needs clear guidance on how to provide	-environment benefit -time savings -staff time -better mgmt. -consistency -time, one letter -customer service - less confusing	-concerns over not responding -$ -skills -Change mgmt.	Wrapped into inspections and site visits		

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DATA USE AND MANAGEMENT	• Correct data, easy to use, used to set priorities, evaluate program, manage & assign resources • Department wide data submittal- coordinated (ex lab data) • Move to electronic reporting & certification - bi-directional • Be more transparent and accessible (available to externals and internals) • Consolidate and integrate systems - include EPA & other state agencies • Better use of new technology- video conference • E-forms and checklists • Need to get useful information back out	-efficient -consistency -managed -data based decisions -ease for customers	-need support staff -develop staff skills -costs $ -analysis skills -cross agency, multiple agency	<mark>4 staff + contractor resources</mark>		
PROGRAM SUPPORT - NEEDS TO BE EVALUATED AND DISCUSSED				<mark>6 staff (1/region + bureau)</mark> <mark>9 managers for program</mark>		

HW = Hazardous Waste Program
SPW = Special Waste Program
RCY = Recycling Program
SW = Solid Waste Program
NMN = Non-Metallic Mining Program
<mark>******</mark> = These are initial suggestions for the staff needed to do the business function or management system listed.

Self Certification = A system where the facility certifies that they are in compliance with state laws, and receives no DNR review or plan approval, and may or may not receive a license or other authorization.

Targeted Inspections = DNR selects a sector or geographic area to inspect, or selects facility to inspect to verify effectiveness of self-certification.

Specialty Teams = Dedicated small number of staff to work on specific activity (examples: HW licensing, sector inspection team, etc)

Electronic submittals or WEB use = Use of the WEB to submit applications, inspection information, self-certification forms (example: Recycling Annual Reports)